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ABSTRACT

In spring 1991, Piedmont Virginia Community College (PVCC) surveyed employers of the college's 1988-89 graduates to evaluate the occupational success of the graduates and to determine how well academic programs prepare students for work in various professions. In response to a previously conducted graduate follow-up, 62 graduates (50.8% of all respondents) had given the college permission to survey their employers. Surveys were sent to all 62 employers, requesting information on the graduates' job performance, general skills, and the training and education provided by PVCC. Study results, based on a 75.8% response rate, included the following: (1) approximately 75% of the employers rated PVCC graduates' job performance as either "excellent" or "good"; (2) 48.9% of the employers rated graduates' cooperation with fellow workers as "excellent," while 50% rated their cooperation with supervisors as "excellent"; (3) nearly 70% of the employers rated the PVCC graduates as "excellent" or "good" in research skills, logic skills, and math skills, while over 50% rated graduates' writing and speaking skills as "excellent" or "good"; (4) 5.4% of the employers rated the graduates' research skills as "poor"; and (5) nearly 75% of the employers felt that PVCC was better than most institutions with respect to both occupational education and training, and general education. Data tables providing employer evaluations by curricular program and degree received, open-ended employer comments, a list of graduate job titles, and the survey instrument are included. (PAA)

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Employer Survey Results for the PVCC Graduating Class of 1988–89

Office of Institutional
Research and Planning
Piedmont Virginia
Community College

Research Report
Number 5–91

August 1991

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EMPLOYER SURVEY RESULTS FOR THE

PVCC GRADUATING CLASS OF 1988-89

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Charlottesville, Virginia 22901
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PVCC Institutional Research Brief August 1991

EMPLOYER SURVEY: PVCC GRADUATING CLASS OF 1988-89

During the spring of 1991, the Office of Institutional Research and Planning at Piedmont Virginia Community College (PVCC) surveyed employers of the college's 1988-89 graduates. The purpose of the survey was to evaluate the occupational success of PVCC graduates and to determine how well academic programs prepare students for work in various professions. Results of the survey were published in *Employer Survey Results for the PVCC Graduating Class of 1988-89* (PVCC Institutional Research Report No. 5-91, August 1991), the fifth in a series of annual employer survey reports. This brief highlights those results.

For the most part, employers responding to the survey were satisfied with the PVCC graduates they had hired. As can be seen in Table 1, between 75% and 85% of all employers rated the graduates as either "EXCELLENT (one of the best ever)" or "GOOD (better than most)" with respect to technical job skills, quality and quantity of work, attitude, and cooperation with fellow workers and supervisors. Very few employers rated the graduates as "POOR (worse than most)."

TABLE 1: Work Evaluation of 1988-89 PVCC Graduates by Employers

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Technical Job Skills	17	37.0%	17	37.0%	11	23.9%	1	2.2%
Quality of Work	17	36.2%	23	48.9%	7	14.9%	0	0.0%
Quantity of Work	18	38.3%	18	38.3%	10	21.3%	1	2.1%
Attitude Toward Work	17	37.0%	20	43.5%	8	17.4%	1	2.2%
Cooperation with Fellow Workers	23	48.9%	14	29.8%	9	19.1%	1	2.1%
Cooperation with Supervisors	22	50.0%	14	31.8%	8	18.2%	0	0.0%

Employers also felt that PVCC graduates possessed better general skills than most employees (see Table 2). Between 50 and 70% of the employers rated the math, writing, speaking, research, and logic skills of the graduates as excellent or good.

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Finally, as can be seen in Table 3, the employers seemed highly satisfied with the education and training provided by PVCC. Over 70% of the employers rated the college as either excellent or good in both occupational training/education and general education. No employer rated PVCC as poor in either occupational training/education or general education.

TABLE 2: General Skills Evaluation of 1988-89 PVCC Graduates by Employers

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Math Skills	11	27.5%	15	37.5%	14	35.0%	0	0.0%
Writing Skills	10	22.2%	15	33.3%	19	42.2%	1	2.2%
Speaking Skills	11	23.9%	14	30.4%	20	43.5%	1	2.2%
Research Skills	12	32.4%	14	37.8%	9	24.3%	2	5.4%
Logic Skills	13	28.3%	19	41.3%	14	30.4%	0	0.0%

TABLE 3: Evaluation of PVCC by Employers of 1988-89 PVCC Graduates

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Occupational Education and Training	7	17.5%	23	57.5%	10	25.0%	0	0.0%
General Education	6	16.2%	20	54.1%	11	29.7%	0	0.0%

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EMPLOYER SURVEY RESULTS FOR THE PVCC GRADUATING CLASS OF 1988-89

INTRODUCTION

This is the fifth in a series of annual studies on employer satisfaction with Piedmont Virginia Community College (PVCC) graduates.[1] For many students, the primary purpose of a college education is to obtain the jobs of their choice and become successful in those jobs. Similarly, many academic programs are designed to help students find jobs in technical fields or help them upgrade occupational skills. Graduate follow-up surveys, skills tests, and a number of other tools are available for measurement purposes, but ultimately it is an employer's satisfaction or dissatisfaction that determines occupational success for both the graduate and the academic program. At a time when state legislatures, accrediting agencies, and state coordinating boards are demanding greater accountability, employer evaluations are extremely important for all institutions of higher education.

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[1]See Ronald B. Head, *Employer Survey Results for the PVCC Graduating Class of 1984-1985* (PVCC Research Report No. 5-87, June 1987), *Employer Survey Results for the PVCC Graduating Class of 1985-1986* (PVCC Research Report No. 6-88, July 1988), *Employer Survey Results for the PVCC Graduating Class of 1986-1987* (PVCC Research Report No. 5-89, July 1989), and *Employer Survey Results for the PVCC Graduating Class of 1987-88* (PVCC Research Report No. 4-90, June 1990). Prior to 1987, PVCC had conducted two employer surveys, one in 1976, and one in 1980. Results of the 1980 survey, conducted by Robert A. Ross, were published in *Employer Follow-Up on the Occupational/Technical Graduates of the Class of 1978-1979* (PVCC Research Report No. 3-80, October 1980). After 1980, employer surveys were not conducted because college officials feared such surveys might violate the privacy rights of graduates.

METHODOLOGY

To protect the privacy of PVCC graduates, the college surveys only employers of graduates who have given permission on a graduate follow-up survey to conduct an employer survey. Although this limits the number of employers who can be contacted, as well as raising the possibility of a self-selection bias, it is felt that the privacy rights of PVCC graduates have to be insured.

On the graduate follow-up survey for the class of 1988-89, 62 graduates, or 50.8% of all respondents, answered yes to the question "may we contact your employer to conduct an employer follow-up survey."[2] On February 26, 1991, survey forms were sent to the employers of these graduates. In April, a second survey form was sent to all employers who had not returned completed surveys.

Forty-seven of the 62 employers completed and returned valid surveys for a response rate of 75.8%. Of the remaining employers, two indicated that the graduates were no longer employed. One employer stated, "I was not aware that [this person] was a graduate of PVCC."

The response rate of 75.8% was lower than the rate from the survey of employers of 1987-88 graduates (90.3%) but higher than the rates from the two surveys previous to that (52.9% for 1985-86 graduates and 58.1% for 1986-87 graduates). Perhaps the reason for the high rates of the last two employer surveys was the fact that, along with the graduate follow-up survey forms, 1987-88 and 1988-89 graduates

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[2]See Ronald B. Head, *Follow-up Survey of PVCC Graduates of the Class of 1988-1989* (PVCC Research Report No. 6-90, November 1990).

returned signed release forms authorizing their supervisors to complete employer surveys for PVCC, and copies of these forms were sent to the employers.[3] The release forms not only assured employers that the privacy rights of their employees were not being violated, but provided PVCC with the names and addresses of the actual work supervisors of the graduates.

Results of the employer survey by PVCC instructional program and degree are included in this study as Appendix A, and employer comments are included as Appendix B. A list of the job titles of PVCC graduates whose employers completed surveys is included as Appendix C, and a list of all participating employers is included as Appendix D. The release form is included as Appendix E, and the survey instrument is included as Appendix F.

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[3] *Ibid.*, p. 79.

EMPLOYER EVALUATION OF JOB PERFORMANCE

The evaluation of 1988-89 PVCC graduates by their employers with respect to job skills, performance, and attitude is presented in Table 1.

TABLE 1: Work Evaluation of 1988-89 PVCC Graduates by Employers

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Technical Job Skills	17	37.0%	17	37.0%	11	23.9%	1	2.2%
Quality of Work	17	36.2%	23	48.9%	7	14.9%	0	0.0%
Quantity of Work	18	38.3%	18	38.3%	10	21.3%	1	2.1%
Attitude Toward Work	17	37.0%	20	43.5%	8	17.4%	1	2.2%
Cooperation with Fellow Workers	23	48.9%	14	29.8%	9	19.1%	1	2.1%
Cooperation with Supervisors	22	50.0%	14	31.8%	8	18.2%	0	0.0%

As can be seen, approximately three of every four employers rated PVCC graduates as either "EXCELLENT (one of the best ever)" or "GOOD (better than most)." Approximately one-half of all employers rated PVCC graduates as excellent in two categories--cooperation with fellow workers and cooperation with supervisors--and over one-third rated the graduates as excellent in all other categories. In two categories--quality of work and cooperation with supervisors--no graduates were rated as "POOR (worse than most)," and in the other categories only approximately 2% were rated as poor.

The ratings given to 1988-89 PVCC graduates were quite similar to--though slightly higher than--those given by employers to 1984-85, 1985-86, 1986-87, and 1987-88 graduates. As noted in the methodology section of this study, employer

evaluations of 1988-89 PVCC graduates by both curricular program and degree, as well as by technical job skills, quality and quantity of work, attitude, and cooperation with fellow workers and supervisors are presented in Tables 5 through 10 of Appendix A. Care should be taken in interpreting the figures in these tables due to the small number of respondents in certain programs.

Of the 47 graduates whose employers returned valid surveys, 59.6% (28) had indicated on the graduate follow-up survey that they intended to pursue their current jobs as long-range careers. This percentage figure is approximately the same as that for all graduate survey respondents (55.9%; 52 respondents).

Also, on the graduate follow-up survey, 34% (16) of the graduates whose employers returned surveys had indicated they were very satisfied with their jobs, 55.3% (26) were satisfied, 8.5% (4) were not very satisfied, and none were unsatisfied. Percentage figures for all respondents to the graduate follow-up survey were similar, with a slightly lower percentage claiming they were very satisfied and a higher percentage claiming they were satisfied. Twenty-seven and two-tenths percent (25) of all respondents were very satisfied, 63% (58) were satisfied, 9.8% (9) were not very satisfied, and none were dissatisfied.

As noted earlier, surveying employers only with the permission of the PVCC graduates may have biased the survey results. One might assume that satisfied, productive workers are more likely than unsatisfied, unproductive workers to allow their employers to be contacted. However, as has just been shown, the PVCC graduates who granted permission to PVCC to contact their employers were about as

satisfied with their jobs as those who did not. In this respect, it is questionable whether the results of the survey were biased by the selection procedure.

To investigate this further, correlation coefficients were calculated between each of the categories in Table 1 and the job satisfaction of the PVCC graduates. The results are presented in Table 2.

For the most part, neither a positive nor a negative correlation between job satisfaction and employer evaluations was evident. In other words, high job satisfaction by a PVCC graduate did not necessarily mean a high rating by the employer in any category. The highest correlation was between job satisfaction and cooperation with fellow workers (0.15272). The lowest correlation was between job satisfaction and attitude toward work (-0.09505).

TABLE 2: Correlation Between Job Satisfaction and Employer Evaluation of 1988-89 PVCC Graduates

CATEGORY	CORRELATION COEFFICIENT
Technical Job Skills	0.01946
Quality of Work	0.10809
Quantity of Work	0.00000
Attitude Toward Work	-0.09505
Cooperation with Fellow Workers	0.15272
Cooperation with Supervisors	0.00000

NOTE: The correlation coefficient in this table was calculated using the Pearson Product-Moment Correlation Coefficient. Measures of correlation are typically defined as having values ranging from -1 to +1. A value of -1 indicates a perfect negative relation, while a value of +1 indicates a perfect positive relation.

EMPLOYER EVALUATION OF GENERAL SKILLS

Table 3 presents the evaluation of general skills given by employers to 1988-89 PVCC graduates. Employers evaluated general skills in math, writing, speaking, research, and logic.

TABLE 3: General Skills Evaluation of 1988-89 PVCC Graduates by Employers

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Math Skills	11	27.5%	15	37.5%	14	35.0%	0	0.0%
Writing Skills	10	22.2%	15	33.3%	19	42.2%	1	2.2%
Speaking Skills	11	23.9%	14	30.4%	20	43.5%	1	2.2%
Research Skills	12	32.4%	14	37.8%	9	24.3%	2	5.4%
Logic Skills	13	28.3%	19	41.3%	14	30.4%	0	0.0%

For the most part, employers felt that PVCC graduates had better general skills than most employees. Nearly 70% of the employers rated the PVCC graduates as "EXCELLENT (one of the best ever)" or "GOOD (better than most)" in three categories--research skills, logic skills, and math skills. In the other two categories--writing and speaking skills, over 50% of the employers rated the graduates as excellent or good. In only three categories were PVCC graduates rated as POOR (worse than most). These categories were research skills (5.4%), writing skills (2.2%), and speaking skills (2.2%).

In all general skills categories, a larger percentage of 1988-89 graduate employers rated their employees as excellent than did 1987-88 graduate employers, but this was compensated by a lower percentage of 1988-89 graduates receiving a good

rating. Generally, the only category in which 1988-89 graduates were rated higher than 1987-88 graduates was research skills, and the only category in which they were rated lower was logic skills.

Employer evaluations of 1987-88 PVCC graduates by both curricular program and degree, as well as by skills in math, writing, speaking, research, and logic are presented in Tables 11 through 15 of Appendix A. Again, as noted earlier, care should be exercised in interpreting figures from any table in Appendix A. In many cases, the numbers of respondents are too few for meaningful conclusions to be drawn.

EMPLOYER EVALUATION OF TRAINING AND EDUCATION AT PVCC

Employers were asked to rate PVCC according to two categories: (1) occupational education/training; and (2) general education. The results of this evaluation are shown in Table 4.

TABLE 4: Evaluation of PVCC by Employers of 1988-89 PVCC Graduates

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Occupational Education and Training	7	17.5%	23	57.5%	10	25.0%	0	0.0%
General Education	6	16.2%	20	54.1%	11	29.7%	0	0.0%

Nearly three-quarters of the employers felt that PVCC was better than most institutions with respect to both occupational education and training and general education. Occupational education and training at PVCC was rated as "EXCELLENT (one

of the best ever)" or "GOOD (better than most)" by 75% of the employers, and general education was rated as either excellent or good by 70.3%. No employers rated either occupational education and training or general education as "POOR (worse than most), and less than 30% rated either as "AVERAGE (about the same as most)." These ratings were lower than those given by employers of 1987-88 graduates and about the same as those given by employers of 1985-86 and 1986-87 graduates.

CONCLUSIONS

For the most part, employers were satisfied with the 1988-89 PVCC graduates they had hired. With respect to job skills, quality and quantity of work, attitude, and cooperation with fellow workers and supervisors, between 75% and 85% of all employers rated the graduates as either excellent or good. Between 50% and 70% of all employers also rated the general skills (math, writing, speaking, research and logic) of the graduates as excellent or good.

Employers seemed extremely satisfied with the education and training provided by PVCC. Over 70% of all employers rated the college as either excellent or good in occupational training and education, as well as in general education. No one employers rated PVCC as poor.

APPENDIX A:

EMPLOYER EVALUATIONS BY CURRICULAR PROGRAM AND DEGREE RECEIVED

TABLE 5: Employer Evaluation of Technical Job Skills of 1988-89 PVCC Graduates by Curricular Program and Degree Received

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Liberal Arts	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.A. Degree	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business Administration	4	80.0%	1	20.0%	0	0.0%	0	0.0%
Education	2	100.0%	0	0.0%	0	0.0%	0	0.0%
General Studies	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Science	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.S. Degree	7	77.8%	2	22.2%	0	0.0%	0	0.0%
Accounting	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Drafting & Design	0	0.0%	1	100.0%	0	0.0%	0	0.0%
General Management	0	0.0%	4	66.7%	2	33.3%	0	0.0%
Marketing	1	50.0%	1	50.0%	0	0.0%	0	0.0%
Nursing	3	20.0%	4	26.7%	7	46.7%	1	6.7%
Office Systems Tech	2	100.0%	0	0.0%	0	0.0%	0	0.0%
Respiratory Therapy	0	0.0%	1	100.0%	0	0.0%	0	0.0%
A.A.S. Degree	6	21.4%	12	42.9%	9	32.1%	1	3.6%
CAREER STUDIES								
Business/Management	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business/Office	2	50.0%	2	50.0%	0	0.0%	0	0.0%
Child Care	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Heating/AC & Refr.	0	0.0%	1	50.0%	1	50.0%	0	0.0%
Certificate	3	37.5%	3	37.5%	2	25.0%	0	0.0%
TOTAL	17	37.0%	17	37.0%	11	23.9%	1	2.2%

TABLE 6: Employer Evaluation of Quality of Work of 1988-89 PVCC Graduates by Curricular Program and Degree Received

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Liberal Arts	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.A. Degree	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business Administration	4	80.0%	1	20.0%	0	0.0%	0	0.0%
Education	2	100.0%	0	0.0%	0	0.0%	0	0.0%
General Studies	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Science	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.S. Degree	7	77.8%	2	22.2%	0	0.0%	0	0.0%
Accounting	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Drafting & Design	0	0.0%	1	100.0%	0	0.0%	0	0.0%
General Management	2	28.6%	4	57.1%	1	14.3%	0	0.0%
Marketing	1	50.0%	1	50.0%	0	0.0%	0	0.0%
Nursing	2	13.3%	9	60.0%	4	26.7%	0	0.0%
Office Systems Tech	1	50.0%	1	50.0%	0	0.0%	0	0.0%
Respiratory Therapy	0	0.0%	1	100.0%	0	0.0%	0	0.0%
A.A.S. Degree	6	20.7%	18	62.1%	5	17.2%	0	0.0%
CAREER STUDIES								
Business/Management	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business/Office	2	50.0%	2	50.0%	0	0.0%	0	0.0%
Child Care	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Heating/AC & Refr.	0	0.0%	1	50.0%	1	50.0%	0	0.0%
Certificate	3	37.5%	3	37.5%	2	25.0%	0	0.0%
TOTAL	17	36.2%	23	48.9%	7	14.9%	0	0.0%

TABLE 7: Employer Evaluation of Quantity of Work 1988-89 PVCC Graduates by Curricular Program and Degree Received

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Liberal Arts	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.A. Degree	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business Administration	4	80.0%	1	20.0%	0	0.0%	0	0.0%
Education	2	100.0%	0	0.0%	0	0.0%	0	0.0%
General Studies	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Science	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.S. Degree	7	77.8%	2	22.2%	0	0.0%	0	0.0%
Accounting	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Drafting & Design	0	0.0%	1	100.0%	0	0.0%	0	0.0%
General Management	1	14.3%	5	71.4%	1	14.3%	0	0.0%
Marketing	2	100.0%	0	0.0%	0	0.0%	0	0.0%
Nursing	2	13.3%	5	33.3%	7	46.7%	1	6.7%
Office Systems Tech	1	50.0%	1	50.0%	0	0.0%	0	0.0%
Respiratory Therapy	0	0.0%	1	100.0%	0	0.0%	0	0.0%
A.A.S. Degree	6	20.7%	14	48.3%	8	27.6%	1	3.4%
CAREER STUDIES								
Business/Management	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business/Office	3	75.0%	1	25.0%	0	0.0%	0	0.0%
Child Care	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Heating/AC & Refr.	0	0.0%	1	50.0%	1	50.0%	0	0.0%
Certificate	4	50.0%	2	25.0%	2	25.0%	0	0.0%
TOTAL	18	38.3%	18	38.3%	10	21.3%	1	2.1%

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TABLE 8: Employer Evaluation of Attitude Toward Work of 1988-89 PVCC Graduates by Curricular Program and Degree Received

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Liberal Arts	0	0.0%	1	100.0%	0	0.0%	0	0.0%
A.A. Degree	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Business Administration	5	100.0%	0	0.0%	0	0.0%	0	0.0%
Education	2	100.0%	0	0.0%	0	0.0%	0	0.0%
General Studies	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Science	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.S. Degree	8	88.9%	1	11.1%	0	0.0%	0	0.0%
Accounting	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Drafting & Design	0	0.0%	0	0.0%	0	0.0%	1	100.0%
General Management	2	28.6%	4	57.1%	1	14.3%	0	0.0%
Marketing	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Nursing	1	6.7%	10	66.7%	4	26.7%	0	0.0%
Office Systems Tech	1	50.0%	1	50.0%	0	0.0%	0	0.0%
Respiratory Therapy	0	0.0%	1	100.0%	0	0.0%	0	0.0%
A.A.S. Degree	5	17.9%	16	57.1%	6	21.4%	1	3.6%
CAREER STUDIES								
Business/Management	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business/Office	2	50.0%	2	50.0%	0	0.0%	0	0.0%
Child Care	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Heating/AC & Refr.	1	50.0%	0	0.0%	1	50.0%	0	0.0%
Certificate	4	50.0%	2	25.0%	2	25.0%	0	0.0%
TOTAL	17	37.0%	20	43.5%	8	17.4%	1	2.2%

TABLE 9: Employer Evaluation of Cooperation with Fellow Workers of 1988-89 PVCC Graduates by Curricular Program and Degree Received

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Liberal Arts	0	0.0%	1	100.0%	0	0.0%	0	0.0%
A.A. Degree	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Business Administration	5	100.0%	0	0.0%	0	0.0%	0	0.0%
Education	2	100.0%	0	0.0%	0	0.0%	0	0.0%
General Studies	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Science	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.S. Degree	8	88.9%	1	11.1%	0	0.0%	0	0.0%
Accounting	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Drafting & Design	0	0.0%	1	100.0%	0	0.0%	0	0.0%
General Management	2	28.6%	4	57.1%	1	14.3%	0	0.0%
Marketing	1	50.0%	0	0.0%	1	50.0%	0	0.0%
Nursing	5	33.3%	5	33.3%	5	33.3%	0	0.0%
Office Systems Tech	2	100.0%	0	0.0%	0	0.0%	0	0.0%
Respiratory Therapy	0	0.0%	0	0.0%	1	100.0%	0	0.0%
A.A.S. Degree	11	37.9%	10	34.5%	8	27.6%	0	0.0%
CAREER STUDIES								
Business/Management	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business/Office	2	50.0%	2	50.0%	0	0.0%	0	0.0%
Child Care	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Heating/AC & Refr.	1	50.0%	0	0.0%	1	50.0%	0	0.0%
Certificate	4	50.0%	2	25.0%	1	12.5%	1	12.5%
TOTAL	23	48.9%	14	29.8%	9	19.1%	1	2.1%

TABLE 10: Employer Evaluation of Cooperation with Supervisors of 1988-89 PVCC Graduates by Curricular Program and Degree Received

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Liberal Arts	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.A. Degree	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business Administration	4	80.0%	1	20.0%	0	0.0%	0	0.0%
Education	2	100.0%	0	0.0%	0	0.0%	0	0.0%
General Studies	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Science	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.S. Degree	7	77.8%	2	22.2%	0	0.0%	0	0.0%
Accounting	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Drafting & Design	0	0.0%	1	100.0%	0	0.0%	0	0.0%
General Management	3	42.9%	3	42.9%	1	14.3%	0	0.0%
Marketing	1	50.0%	0	0.0%	1	50.0%	0	0.0%
Nursing	3	20.0%	8	53.3%	4	26.7%	0	0.0%
Office Systems Tech	2	100.0%	0	0.0%	0	0.0%	0	0.0%
Respiratory Therapy	0	0.0%	1	100.0%	0	0.0%	0	0.0%
A.A.S. Degree	10	34.5%	13	44.8%	6	20.7%	0	0.0%
CAREER STUDIES								
Business/Management	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business/Office	2	50.0%	2	50.0%	0	0.0%	0	0.0%
Child Care	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Heating/AC & Refr.	1	50.0%	0	0.0%	1	50.0%	0	0.0%
Certificate	4	50.0%	2	25.0%	2	25.0%	0	0.0%
TOTAL	22	46.8%	17	36.2%	8	17.0%	0	0.0%

TABLE 11: Employer Evaluation of Math Skills of 1988-89 PVCC Graduates by Curricular Program and Degree Received

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Liberal Arts	0	-	0	-	0	-	0	-
A.A. Degree	0	-	0	-	0	-	0	-
Business Administration	4	100.0%	0	0.0%	0	0.0%	0	0.0%
Education	1	100.0%	0	0.0%	0	0.0%	0	0.0%
General Studies	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Science	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.S. Degree	6	85.7%	1	14.3%	0	0.0%	0	0.0%
Accounting	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Drafting & Design	0	0.0%	1	100.0%	0	0.0%	0	0.0%
General Management	1	16.7%	3	50.0%	2	33.3%	0	0.0%
Marketing	0	0.0%	2	100.0%	0	0.0%	0	0.0%
Nursing	0	0.0%	5	38.5%	8	61.5%	0	0.0%
Office Systems Tech	1	50.0%	0	0.0%	1	50.0%	0	0.0%
Respiratory Therapy	0	0.0%	1	100.0%	0	0.0%	0	0.0%
A.A.S. Degree	3	11.5%	12	46.2%	11	42.3%	0	0.0%
CAREER STUDIES								
Business/Management	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Business/Office	2	50.0%	1	25.0%	1	25.0%	0	0.0%
Child Care	0	-	0	-	0	-	0	-
Heating/AC & Refr.	0	0.0%	0	0.0%	2	100.0%	0	0.0%
Certificate	2	28.6%	2	28.6%	3	42.9%	0	0.0%
TOTAL	11	27.5%	15	37.5%	14	35.0%	0	0.0%

TABLE 12: Employer Evaluation of Writing Skills of 1988-89 PVCC Graduates by Curricular Program and Degree Received

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Liberal Arts	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.A. Degree	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business Administration	3	60.0%	1	20.0%	1	20.0%	0	0.0%
Education	1	50.0%	1	50.0%	0	0.0%	0	0.0%
General Studies	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Science	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.S. Degree	5	55.6%	3	33.3%	1	11.1%	0	0.0%
Accounting	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Drafting & Design	0	-	0	-	0	-	0	-
General Management	1	14.3%	3	42.9%	2	28.6%	1	14.3%
Marketing	0	0.0%	1	50.0%	1	50.0%	0	0.0%
Nursing	0	0.0%	5	33.3%	10	66.7%	0	0.0%
Office Systems Tech	1	50.0%	0	0.0%	1	50.0%	0	0.0%
Respiratory Therapy	0	0.0%	0	0.0%	1	100.0%	0	0.0%
A.A.S. Degree	2	7.1%	10	35.7%	15	53.6%	1	3.6%
CAREER STUDIES								
Business/Management	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business/Office	1	25.0%	2	50.0%	1	25.0%	0	0.0%
Child Care	0	-	0	-	0	-	0	-
Heating/AC & Refr.	0	0.0%	0	0.0%	2	100.0%	0	0.0%
Certificate	2	28.6%	2	28.6%	3	42.9%	0	0.0%
TOTAL	10	22.2%	15	33.3%	19	42.2%	1	2.2%

TABLE 13: Employer Evaluation of Speaking Skills of 1988-89 PVCC Graduates by Curricular Program and Degree Received

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Liberal Arts	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.A. Degree	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business Administration	3	60.0%	1	20.0%	1	20.0%	0	0.0%
Education	2	100.0%	0	0.0%	0	0.0%	0	0.0%
General Studies	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Science	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.S. Degree	6	66.7%	2	22.2%	1	11.1%	0	0.0%
Accounting	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Drafting & Design	0	0.0%	0	0.0%	1	100.0%	0	0.0%
General Management	1	14.3%	3	42.9%	2	28.6%	1	14.3%
Marketing	0	0.0%	1	50.0%	1	50.0%	0	0.0%
Nursing	0	0.0%	5	33.3%	10	66.7%	0	0.0%
Office Systems Tech	1	50.0%	1	50.0%	0	0.0%	0	0.0%
Respiratory Therapy	0	0.0%	0	0.0%	1	100.0%	0	0.0%
A.A.S. Degree	2	6.9%	10	34.5%	16	55.2%	1	3.4%
CAREER STUDIES								
Business/Management	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business/Office	1	25.0%	2	50.0%	1	25.0%	0	0.0%
Child Care	0	-	0	-	0	-	0	-
Heating/AC & Refr.	0	0.0%	0	0.0%	2	100.0%	0	0.0%
Certificate	2	28.6%	2	28.6%	3	42.9%	0	0.0%
TOTAL	11	23.9%	14	30.4%	20	43.5%	1	2.2%

TABLE 14: Employer Evaluation of Research skills of 1988-89 PVCC Graduates by Curricular Program and Degree Received

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Liberal Arts	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.A. Degree	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Business Administration	3	75.0%	0	0.0%	1	25.0%	0	0.0%
Education	1	100.0%	0	0.0%	0	0.0%	0	0.0%
General Studies	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Science	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.S. Degree	5	71.4%	1	14.3%	1	14.3%	0	0.0%
Accounting	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Drafting & Design	0	0.0%	0	0.0%	0	0.0%	1	100.0%
General Management	1	14.3%	5	71.4%	1	14.3%	0	0.0%
Marketing	1	50.0%	0	0.0%	1	50.0%	0	0.0%
Nursing	0	0.0%	4	50.0%	3	37.5%	1	12.5%
Office Systems Tech	1	50.0%	0	0.0%	1	50.0%	0	0.0%
Respiratory Therapy	0	0.0%	1	100.0%	0	0.0%	0	0.0%
A.A.S. Degree	4	18.2%	10	45.5%	6	27.3%	2	9.1%
CAREER STUDIES								
Business/Management	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Business/Office	2	50.0%	1	25.0%	1	25.0%	0	0.0%
Child Care	0	-	0	-	0	-	0	-
Heating/AC & Refr.	0	0.0%	1	50.0%	1	50.0%	0	0.0%
Certificate	2	28.6%	3	42.9%	2	28.6%	0	0.0%
TOTAL	12	32.4%	14	37.8%	9	24.3%	2	5.4%

TABLE 15: Employer Evaluation of Logic Skills of 1988-89 PVCC Graduates by Curricular Program and Degree Received

Category	EXCELLENT (one of the best ever) No.	Pct.	GOOD (better than most) No.	Pct.	AVERAGE (about the same as most) No.	Pct.	POOR (worse than most) No.	Pct.
Liberal Arts	0	0.0%	1	100.0%	0	0.0%	0	0.0%
A.A. Degree	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Business Administration	4	80.0%	1	20.0%	0	0.0%	0	0.0%
Education	2	100.0%	0	0.0%	0	0.0%	0	0.0%
General Studies	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Science	1	100.0%	0	0.0%	0	0.0%	0	0.0%
A.S. Degree	7	77.8%	2	22.2%	0	0.0%	0	0.0%
Accounting	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Drafting & Design	0	0.0%	0	0.0%	1	100.0%	0	0.0%
General Management	1	14.3%	5	71.4%	1	14.3%	0	0.0%
Marketing	1	50.0%	0	0.0%	1	50.0%	0	0.0%
Nursing	0	0.0%	6	40.0%	9	60.0%	0	0.0%
Office Systems Tech	1	50.0%	1	50.0%	0	0.0%	0	0.0%
Respiratory Therapy	0	0.0%	1	100.0%	0	0.0%	0	0.0%
A.A.S. Degree	4	13.8%	13	44.8%	12	41.4%	0	0.0%
CAREER STUDIES								
Business/Management	0	0.0%	1	100.0%	0	0.0%	0	0.0%
Business/Office	2	50.0%	1	25.0%	1	25.0%	0	0.0%
Child Care	0	-	0	-	0	-	0	-
Heating/AC & Refr.	0	0.0%	1	50.0%	1	50.0%	0	0.0%
Certificate	2	28.6%	3	42.9%	2	28.6%	0	0.0%
TOTAL	13	28.3%	19	41.3%	14	30.4%	0	0.0%

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APPENDIX B:

EMPLOYER COMMENTS

Employer Comments

This [graduate] is an excellent worker.

I believe that PVCC is a quality nursing school for the mature student.

[This graduate] resigned 9-30-90. Since [he/she] worked for us for 15 years we could not be totally objective.

I would like to give PVCC credit for [the Graduate's] excellent abilities. But prior to [this], I hired a PVCC graduate in accounting (Business Administration), that had almost no skills in her field. So I am unsure where to give credit!

[The graduate] advanced much more rapidly as a Clinician I position as a new graduate to her current position as a Clinician II than most new staff. [Her] work experience during the summer as an assistant nurse put her far ahead of other new hires. I would continue to encourage students to take advantage of the many AN offerings at UVA.

[The graduate] has recently advanced to a Clinician II level position. She is a tremendous asset to our staff. We love having Piedmont students on 5E and have many Piedmont "Alumni" on our staff!

There are no other individuals of the same level and same capacity as [this graduate] here. However, I have been quite pleased with [her] technical and professional development over the last several years. Her maturity and experience level has been and continues to be commendable.

Once out in the work place students must concentrate on the work at hand and attend to their personal lives after hours.

[The graduate] is no longer employed in the Registered Nurse position. [He/she] was regrettably unsuccessful in [his/her] attempts with state boards. This may or may not be a reflection on PVCC's preparation for the State Board Exam. I am unfamiliar with your institution's success rate with regard to Nursing Boards.

Strong Points:

1. Good dependable employee
2. Good educational background, educational experience
   Fits position ok.

[The graduate] has had experience in the field performing related job duties. Therefore [her] experience as well as her formal education at PVCC influence [her] job performance. I do not have sufficient experience with PVCC graduates to offer a valid opinion of PVCC's rankings with similar programs.

Computer skills are becoming increasingly important in positions such as [This]. More emphasis in this area would be important.

[The graduate] is well self motivated and has become a valued employee. [She] is pursuing on-the-job classes to improve her knowledge. [She] is quick to comprehend new information. These are the behavioral traits important in am employee as necessary to adapt to change and learn new skills.

I was not aware that [this employee] was a graduate of PVCC.

[The graduate] is a very dedicated learner & relentlessly pursues the attainment of an increased theory & skills base. [She] has difficulty, however, in retaining the information learned until [she has] had a chance to apply it in a "hands on" situation several times.

[The graduate] also has difficultly practicing in an emergency situation. [She] works well at a slow progressive pace, but has difficultly when priority settings & speed are required.

[The graduate] has also recently decided to join a travel company & try traveling nursing. [She] is looking for a med/surgery floor nursing position in the southwest.

[The graduate] worked hard during her stay here and would be very welcome back if she decides to return to Charlottesville.

APPENDIX C:

JOB TITLES OF PVCC GRADUATES WHOSE EMPLOYERS COMPLETED SURVEYS

JOB TITLES

Accountant
Accounting Assistant
Administrative Assistant
Assistant Manager
Bartender
Bookkeeper
Bookkeeper/Administrative Assistant
Bookkeeper/Secretary
Carpenter
Draftsman
Executive Secretary
Financial Analyst
Fitness trainer
Guest Services Manager
HVAC Technician
Inside Sales Manager
Intake Specialist
Intelligence Operations Specialist
Legal Secretary
Manager of Billing Transaction
Market Manager, Law School Publication
Office Services Specialist
Pre-Kindergarten Teacher
Primary Nurse I
Primary Nurse III
Quality Checker, Industrial Engineer
Registered Nurse
Registered Nurse Clinician A
Resp. Therapy Technician
Secretary
Staff Nurse
Teachers Aide/School Bus Driver
Teachers Aide
Transportation Maintenance Supervisor
Word Processor

APPENDIX D:

PARTICIPATING EMPLOYERS

LIST OF PARTICIPATING EMPLOYER ORGANIZATIONS

Bluefield Regional Medical Center
City of Charlottesville
City of Charlottesville Social Services Department
Cooper Industries
E.I. Dupont
Financial Planning Concepts, Inc.
Gordon-Barbour Elementary School
Grymes Memorial School
Hampton Inn Hotel
Health Services Foundation
Holly Manor Nursing Home
Hollymead Elementary School
Horse Feathers [restaurant]
Jobsight Focus
Kluge Children's Rehabilitation Center
Liberty Fabrics
Martha Jefferson Hospital
Mid-Atlantic Imported Auto Parts Inc.
Muncaster Engineering & Computing Applications
North American Exploration, Inc.
Northside Baptist Church
Sloans Restaurant
Sovran Bank
State Farm Insurance Company
The Michie Company Law Publishers
The Second Yard
US Army Foreign Science & Technology Center
University of Virginia
University of Virginia Athletic Department
University of Virginia Health Sciences Center
University of Virginia Hospital
Virginia Department of Transportation
Virginia Electronic Components, Inc.
Western State Hospital

APPENDIX E:

EMPLOYER CONTACT AUTHORIZATION FORM

PIEDMONT VIRGINIA COMMUNITY COLLEGE
EMPLOYER CONTACT AUTHORIZATION FORM

Date _____

I, the undersigned, grant permission for Piedmont Virginia Community College (PVCC), from which I recently graduated, to contact my employer for the purpose of conducting an employer survey to determine employer satisfaction with the college, its graduates, and its programs of study. I authorize my employer to complete the employer survey form and return it to PVCC.

I understand that the purpose of the employer survey is educational, that survey results will remain confidential, and that only aggregate, not individual, data will be released by PVCC.

_____

(signature)

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APPENDIX F:

SURVEY INSTRUMENT

In comparison to other employees you hire at the same level and in the same capacity, John X. Doe, Jr. rates as:

	EXCELLENT (one of the best ever)	GOOD (better than most)	AVERAGE (about the same as most)	POOR (worse than most)	N/A (not applicable)
Technical job skills					
Quality of work					
Quantity of work					
Attitude toward work					
Cooperation with fellow workers					
Cooperation with supervisors					
Math skills					
Writing skills					
Speaking skills					
Research skills					
Logic skills					

In comparison to similar institutions, PVCC rates as:

	EXCELLENT (one of the best ever)	GOOD (better than most)	AVERAGE (about the same as most)	POOR (worse than most)	N/A (not applicable)
Occupational education/training					
General education					

Do you participate in PVCC's cooperative education program? _____

If not, are you interested in learning more about the program? _____

Please use the reverse side of this page to make any written comments you think will be helpful to PVCC in evaluating the success of its academic programs and graduates. Thank you for your cooperation.

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